

Massport Annual Report for 1969



Massport — the Massachusetts Port Authority, — was activated by the Massachusetts legislature in 1959:

To consolidate the administration of certain vital air, maritime and ground transportation facilities in the general area of Boston, including Logan International Airport, the general cargo public marine terminals, the Tobin Memorial (then Mystic River) Bridge and Hanscom Field in nearby Bedford

To achieve the maximum economic and efficient utilization of these and other facilities that might be placed under its authority by the legislature

To develop, rehabilitate or otherwise improve the services and facilities for which it is responsible

To meet all of its current operating responsibilities and future development objectives on the basis of fiscal self-sufficiency through the income derived from user charges and the issue of revenue bonds.

A decade of dynamic progress by Massport through sound fiscal and project planning to the benefit of Massachusetts businesses and citizens has been achieved. In carrying out its mandate, it has required neither public tax support nor pledges of state credit.

Annual report 1969.

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massport

An original painting by noted artist Robert DeCoste portrays the dynamism and interrelationship of the major operational responsibilities of Massport. Mr. DeCoste is a prominent member of the New England art community and one of America's leading illustrators.

In 1967 and again in 1969 he was commissioned by the Department of Defense to produce a series of paintings documenting the war in Vietnam.



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Annual report

*Massachusetts Port Authority Annual Report
for the fiscal year ended June 30, 1969*

Massport Members



Executive Staff



Current

John Larkin Thompson,
*Chairman, Massport
Palmer & Dodge*

Nicholas P. Morrissey
*Vice-Chairman, Massport
New England Representative,
International Brotherhood
of Teamsters, Chauffeurs,
Warehousemen and Helpers
of America*

Thomas G. Brown, Jr.
*Vice President, State Street
Bank & Trust Company*

Anthony P. DeFalco
*Director, Franchi Construction
Co., Inc.*

Howard W. Fitzpatrick
High Sheriff, Middlesex County

Frank L. Harrington, Jr.
Business Consultant

Edward C. Maher
*President, Home Federal
Savings and Loan Association
of Worcester*

Edward J. King
Executive Director

Edward T. Hanley
Secretary-Treasurer



Former members
Carl J. Gilbert
*Former Chairman
(Resigned April 1969)*

Laurence O. Albre, Jr.
*President, Albre Tile
Associates, Incorporated
(Term expired June 1968)*

Charles A. Connors, Jr.
*President, Hub Linen
Supply Company of Boston
(Term expired June 1969)*

Massport Facilities

Present

Boston-Logan International Airport
Tobin Memorial (Mystic River) Bridge
Castle Island
Boston Army Base
Boston Fish Pier
Commonwealth Pier
Dockside Freezer (Commonwealth Pier)
Mystic Piers
Hoosac Pier
East Boston Piers
Hanscom Field (Bedford)

Proposed or Acquired

New England Trade and Transportation
Center (on site of South Station)
New International Terminal
(Logan Airport)
South Terminal (Logan Airport)
Southwest Terminal
(completed 11/69)
Boston-Mystic Public Container Terminal
Proposed Fish Pier
(on site of old fish pier)
Leverett Circle Bridge



Hanscom Field
(Bedford)



Boston-Logan
International
Airport

Castle Island

Boston Army Base

South Terminal
(Logan Airport)

Southwest Terminal

New International Terminal
(Logan Airport)

Dockside Freezer
(Commonwealth Pier)

Proposed Boston Fish Pier
(on site of old fish pier)

Commonwealth Pier

East Boston
Piers

New England Trade and Transportation
Center (on site of South Station)

Tobin Memorial
(Mystic River)
Bridge

Mystic Piers

Hoosac Pier

Leverett Circle Bridge

Boston-Mystic
Public Container
Terminal

*Massport-Its Contribution to the
Economic Vitality and Viability of
Massachusetts and New England*

8

The economic well-being of the peoples of every state and nation depends directly on their ability to establish and maintain competitive trade relationships and facilities. The exploitation of natural resources, the development of primary and secondary industries, the viability and stability of the labor force cannot be sustained without the facilities to provide a systemized, efficient and economical flow of raw materials, people and products between geographical regions. New England, for centuries, and now more than ever, is a region almost entirely dependent upon its ability to compete in the world marketplace. Without hides from Australia, there would be no Massachusetts leather industry; without ready access to a world market for its electronics products, tens of thousands of New Englanders would be without the benefits derived from a burgeoning yet stable industry with unlimited growth potential; without fast, dependable air transport to nearly every domestic and international commercial center, Boston's leadership in the financial and industrial world would be severely diminished, or worse. Nor would the truck driver, the retail store clerk, the auto-

mobile salesman, the longshoreman or others who supply goods or services to these industries and their labor forces continue their current prosperity.

Massport's current and long term objectives address themselves directly to the commercial transportation requirements necessary to keep New England competitive in the world marketplace. In the short span of ten years, Massport has pumped over \$315 million of its user-derived income and proceeds from bond sales into just such transportation facilities. Modernization of Port properties; construction of a public container and general cargo terminal complex; construction of three new air passenger terminals (with two more on the drawing boards) and increased runway lengths to accommodate a 400 percent increase in passengers in the last decade and an anticipated 400 percent increase in the next 10 years; are but a few of the major building projects undertaken by Massport—without tax support, all paid for by the user—to help guarantee that New England retains its reputation as the "Hub of the Commercial Universe".



Statistical Highlights 1969

Logan International Airport

FLIGHTS



PASSENGERS



MAIL (Pounds)



CARGO (Pounds)

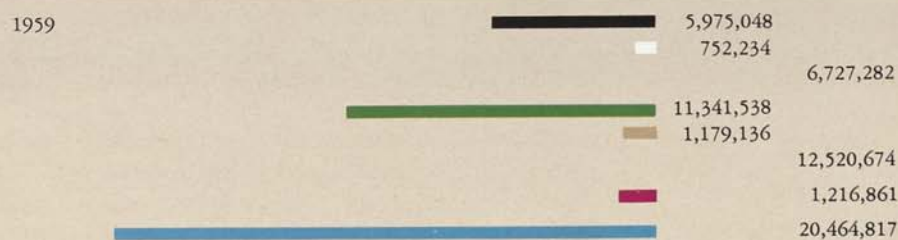


International
 Domestic
 Total

Port of Boston

**General Aviation
and Non-schedule**

1969 1968 1958



FOREIGN

Imports
Exports

DOMESTIC

Receipts (incoming)
Shipments (outgoing)
Intraport & Local
Total Port Trade

Hanscom Field



Tobin Memorial Bridge



■ Air Carriers
■ Civil Aircraft
■ Military Aircraft
■ Total

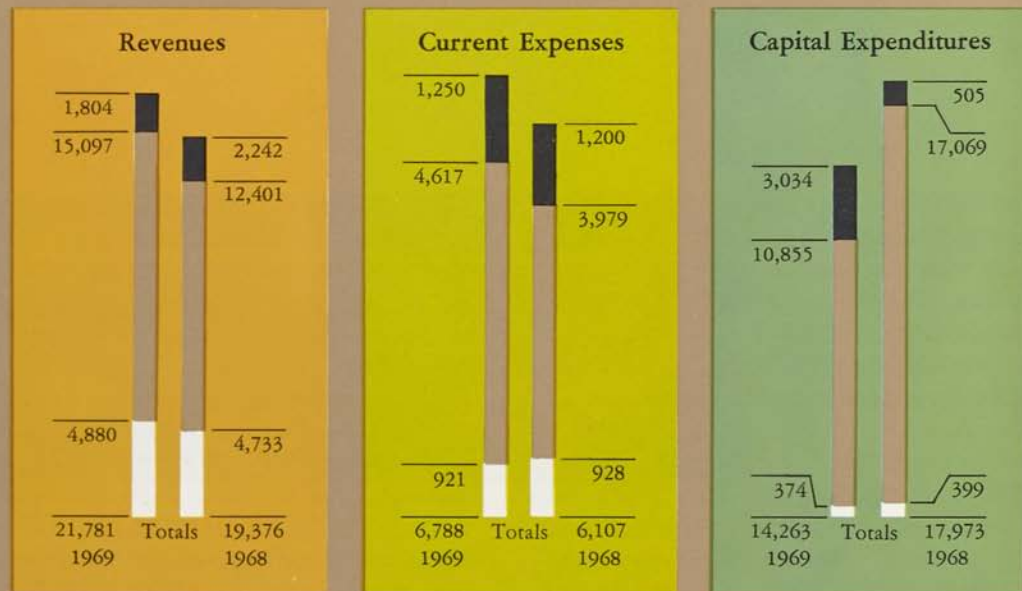
■ Commuter Passenger Cars
■ Non-commuter Passenger Cars
■ Trucks and Others
■ Total

AVIATION — passenger counts at Logan continue to increase at the predicted rate, including traffic with Northeast Corridor cities . . . Massport petitions CAB to develop V/STOL facilities at major airports in this corridor *now* to avoid further congestion problems . . . international air traffic rate increase at Boston exceeds that of New York for first time and rate of number of New Englanders flying overseas from New York rather than Boston declines . . . improved express government entry procedures, active solicitation of more international carriers and service, massive terminal and runway development programs and U.S. promotions by Massport to attract international travelers through Logan all contribute to assure Boston of prominent position on international timetables . . . CAB decisions to give Boston same plane service to major Pacific and Far East points provides Boston with two 'round the world routes as bonus . . . MARITIME — waterfront labor and management join to end 102 day strike in April . . . strike will affect calendar 1969 first quarter figures; however, the long sought-after signed agreement almost certain to improve Port productivity, stabilize work force practices and costs and lead to more frequent and wider variety of service . . . active solicitation of New England and mid-west shippers by Massport Chicago, New York

and Washington trade offices to re-orient shippers back to Boston stepped up . . . Massport Brussels and Tokyo trade development offices intensifying promotional efforts to attract more shipping lines and shippers to specify Boston routings . . . although Port figures down for first three months of calendar '69, significant increases in tonnages, ship movements, etc. since April valid indicators that end of Port of Boston decline finally in sight . . . TOBIN MEMORIAL BRIDGE — steady overall traffic growth continues; however, lengthy resurfacing project in '69-70 will cause some reduction in traffic . . . first phase of Leverett Circle Bridge due to start early 1970 with completion following in about two years . . . substantial relief of Central Artery traffic and better access to Tobin Memorial Bridge from more points in Boston major benefits of this \$15 million structure . . . HANSCOM FIELD, BEDFORD — short and long term planning for this joint civil/military field has highest priority . . . development programs to attract general aviation users already underway with hangar, runway and taxiway construction already in progress . . . Hanscom's central location being seriously considered in eastern Massachusetts' *total* air service development plans.

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Comparative Fiscal Highlights — 1969-1968



Thousands of Dollars

*Appropriation of Income
after Current Expenses*

Port Properties
 Airport Properties
 Mystic River Bridge

1969		1968
\$9,077	To Debt Service	\$6,186
5,822	To Capital Expenditures	6,237
700	To Port Properties	767
396	Retained in Operating Funds	763

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Balance Sheets

	1969	June 30 (In thousands)	1968
<i>Assets:</i>			
Cash	\$ 1,114		\$ 694
Investments in U.S. Government obligations and certificates of deposit at cost which approximates market	72,393		14,436
Deposit for July debt service costs	1,526		2,773
Accounts receivable	2,326		2,290
Accrued interest receivable	652		207
Prepayments and other assets	231		250
	<u>78,242</u>		<u>20,650</u>
Investments in facilities (note A):			
Facilities completed:			
Bridge	22,941		22,929
Airports	89,531		61,906
Port	6,396		6,273
Construction in progress	41,190		44,125
	<u>160,058</u>		<u>135,233</u>
U.S. Government obligations held in escrow for revenue bonds (series A), at principal amount and interest to respective maturities	77,733		77,021
Less revenue bonds (series A) to be redeemed on October 1, 1969, including redemption premium, and interest to October 1, 1969 (note C)	<u>77,733</u>		<u>77,021</u>
	<u>\$238,300</u>		<u>\$155,883</u>
<i>Liabilities</i>			
Notes payable (note B)	\$9,000		
Accounts payable and accrued expenses	836		\$ 664
Retainage on contract payments	1,979		1,532
Deferred income	531		644
Accrued interest payable	3,848		1,808
Funded debt (note C)	155,720		97,490
	<u>171,914</u>		<u>102,138</u>
<i>Funds</i>			
Operating funds	3,146		2,862
Improvement and maintenance funds	33,791		28,308
Interest and sinking fund	9,695		7,097
Construction and other capital funds	19,754		15,478
	<u>66,386</u>		<u>53,745</u>
	<u>\$238,300</u>		<u>\$155,883</u>

The accompanying notes are an integral part of these financial statements.

*Massachusetts Port Authority Annual Report
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Statement of Sources and Uses of Revenues and Other Income

	Bridge	Airport Properties (In thousands)	*Port Properties	Total
<i>Revenues of the Authority's facilities came from:</i>				
Tolls, fees and sales of services	\$4,854	\$ 4,318	\$ 350	\$ 9,522
Rentals	22	4,418	1,454	5,894
Concessions		6,153		6,153
Other	4	208		212
	<u>\$4,880</u>	<u>\$15,097</u>	<u>\$1,804</u>	<u>21,781</u>
In addition, the Authority earned income on the investment of funds held for debt service, facility improvement and operations				<u>1,004</u>
				<u>22,785</u>
<i>Total revenue and investment income were used to pay current expenses:</i>				
Operations	426	2,152	317	2,895
Maintenance	255	1,222	135	1,612
Administration	167	1,121	745	2,033
Insurance	73	124	53	250
	<u>\$ 921</u>	<u>\$ 4,619</u>	<u>\$1,250</u>	<u>6,790</u>
<i>To provide for:</i>				
Interest on revenue and refunding bonds				3,606
Major maintenance and repairs of properties and operating equipment acquisitions				<u>685</u>
				<u>11,081</u>
Balance of revenues				<u>11,704</u>
<i>To provide for:</i>				
Required retirement of bonds			1,351	
Additional retirement of bonds			1,514	
Other debt service requirements			<u>2,606</u>	
Total debt service, excluding interest			<u>5,471</u>	
Improvement and extension of facilities			5,137	
Payment to Port Properties Fund (note D)			<u>700</u>	<u>11,308</u>
Excess of revenues and investment income over revenues used, representing increase in operating funds				<u>\$ 396</u>

The accompanying notes are an integral part of these financial statements.

*None of the revenues from Port properties is available for debt service other than interest and principal requirements for all bonds issued for paying the cost of improvements to Port properties. Under the Enabling Act the revenues from Port properties, after certain deductions as defined therein, are to be paid to the Commonwealth of Massachusetts (note D).

The amount to be paid to the Commonwealth is determined annually on July 20th based on cash revenues and cash expenditures of the Port properties for the preceding fiscal year, less any accumulated deficit from prior years. For the fiscal year ended June 30, 1969 there is no payment due to the Commonwealth as shown by the following computation:

Cash Revenues	(In thousands)
Fees and rentals	\$1,979
Income from investments	24
	<u>2,003</u>
Cash Expenditures	
Current expenses	\$1,278
Cost of renewals, replacements and equipment	1,157
Debt service	242
	<u>2,677</u>
Deficit for fiscal year ended June 30, 1969 (note D)	(674)
Prior years' deficit (note D)	(986)
Total deficit	<u>(\$1,660)</u>

The accompanying notes are an integral part of these financial statements.

Auditor's Opinion
Lybrand, Ross Bros. & Montgomery
Certified Public Accountants

Massachusetts Port Authority
Boston, Massachusetts
We have examined the balance sheet of Massachusetts Port Authority as at June 30, 1969 and the related statement of sources and uses of revenues and other income and statement of sources and uses of funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We previously examined and reported on the financial statements for the preceding year.

In our opinion, said statements present fairly the financial position of Massachusetts Port Authority as at June 30, 1969 and 1968, and the results of its operations for the year ended June 30, 1969, on a basis consistent with that of the preceding year.
Boston, Massachusetts
August 20, 1969

Lybrand, Ross Bros. & Montgomery

*Massachusetts Port Authority Annual Report
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Statement of Sources and Uses of Funds

	Operating Funds	Improvement and Maintenance Funds	Interest and Sinking Fund (In thousands)	Construction and Other Capital Funds	Total
<i>Fund balances as at July 1, 1968 were</i>	\$2,862	\$28,308	\$7,097	\$15,478	\$53,745
Funds were provided from:					
Revenues	396	5,822	9,076	700	15,994
Investment of unexpended construction funds				531	531
Federal Aviation Agency grants in aid of construction		1,360			1,360
Funds were transferred from Port properties fund to provide for debt service and maintenance		483	242	(725)	
Revenue and refunding bonds were purchased from revenues and retired:					
\$2,805,000 3.80% term bonds due 7/1/2004 purchased for \$2,224,000			(2,224)	2,805	581
\$965,000 3.50% serial bonds due 7/1/1968			(965)	965	
Funds were used for:					
Payments of interest on funded debt. Total interest paid and accrued was \$4,204,000, of this amount \$673,000 represents interest capitalized on projects under construction			(3,531)		(3,531)
Cost of major maintenance and repairs of properties		(2,182)			(2,182)
Cost of research studies	(112)				(112)
<i>Fund balances as at June 30, 1969 are</i>	<u>\$3,146</u>	<u>\$33,791</u>	<u>\$9,695</u>	<u>\$19,754</u>	<u>\$66,386</u>

The accompanying notes are an integral part of these financial statements.

Massachusetts Port Authority Annual Report for the fiscal year ended June 30, 1969

Notes to Financial Statements

A - Accounting principles:

The Massachusetts Port Authority is a public instrumentality created by an Act of the Legislature of The Commonwealth of Massachusetts, effective June 21, 1956. The Authority has no stockholders or equityholders. The provisions of the Enabling Act and the Trust Agreement with the Authority's bondholders govern the disposition of revenues and prescribe certain accounting practices for the Authority:

Investments in facilities include construction or acquisition costs, financing costs incurred in connection with the issue and refunding of bonds and interest paid from bond proceeds. Grants for construction from U.S. Government agency and others and interest earned on unexpended construction funds are credited to construction and other capital fund principal.

At June 30, 1969, \$900,000 is included in investments in facilities for payments made to the Commonwealth for completed Port facilities acquired February 17, 1959 (refer to note D - Contingent Liabilities and Commitments).

No allowance is made for depreciation of facilities. Annual appropriations from revenues are required for debt service, extraordinary maintenance or repairs, renewals and replacements, and improving, extending and enlarging of facilities. Cost of such items is charged against funds provided from such appropriations.

B - Notes payable:

In September 1968, the Authority issued \$9,000,000 eighteen-month notes bearing an interest rate of 4 1/4% per annum.

The notes are secured by assignment of all rights, title and interest in and to the Maintenance Reserve Fund and the Improvement and Extension Fund, except prior rights under a Trust Agreement dated July 1, 1964.

C - Funded debt:

Funded debt at June 30, 1969 and 1968 is comprised of

	1969	1968
	(In thousands)	
Revenue refunding and improvement bonds:		
Serial bonds:		
3.50%, 1969-1970	\$ 2,030	\$ 2,995
3.40%, 1971-1976	7,000	7,000
3.50%, 1977-1982	8,610	8,610
3.60%, 1983-1989	12,565	12,565
Term bonds:		
3.80%, 7/1/2004	63,515	66,320
	<u>93,720</u>	<u>97,490</u>
Revenue bonds series 1969-A:		
Serial bonds:		
4.75%, 1972	330	
4.85%, 1973	340	
4.95%, 1974	360	
5.05%, 1975	375	
5.15%, 1976	395	
5.20%, 1977	405	
5.25%, 1978	425	
5.30%, 1979	445	
Term bonds:		
5.875%, 7/1/2008	58,925	
	<u>62,000</u>	
	<u>\$155,720</u>	<u>\$97,490</u>

In April, 1969, \$62,000,000 revenue bonds, series 1969-A were issued providing for paying all or part of the costs of certain extensions, enlargements and improvements to the Airport and Port properties.

In December, 1964, \$74,416,000 of the proceeds from the issue of revenue refunding and improvement bonds were deposited in escrow with the New England Merchants National Bank of Boston to provide for redemption on October 1, 1969 of \$69,288,000 principal amount of 4 3/4% revenue bonds (series A) (total amount outstanding), and to pay the redemption premium (\$2,771,520) and interest on such bonds to the redemption date.

D - Contingent liabilities and commitments:

Payments to The Commonwealth of Massachusetts for Port facilities:

In consideration for the Port properties acquired from the Commonwealth of Massachusetts on February 17, 1959 the Authority is required by the Enabling Act to pay annually to the Commonwealth an amount contingent upon cash revenues from the Port properties for the preceding fiscal year exceeding certain related cash expenditures. Such payments are to continue until the Authority has paid to the Commonwealth an amount as defined in the Enabling Act. At June 30, 1969, the sum so payable to the Commonwealth, not reflected in the accompanying financial statements, aggregated \$17,268,000.

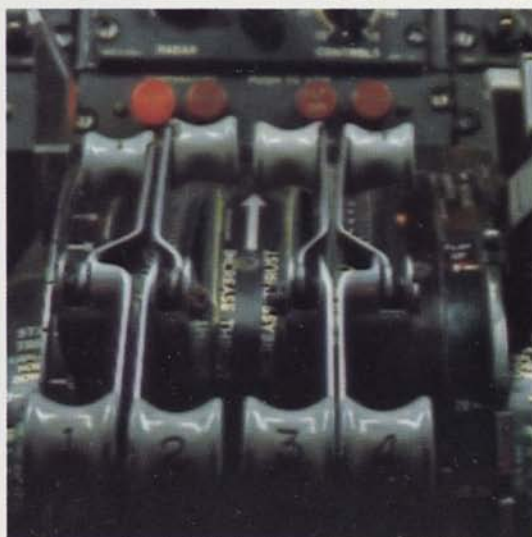
Cash expenditures exceeded related revenues by \$674,000 in fiscal 1969, which amount has been added to prior years' cash deficiencies of \$986,000; accordingly, no payment is due with respect to the year ended June 30, 1969. The remaining deficit of \$1,660,000 is to be applied against future Port property net revenues before payments in future years.

Reimbursements to the Commonwealth under State Retirement System:

The employees of the Authority were required, under the Enabling Act, to become members of the state retirement system and the Authority will be required to reimburse the Commonwealth for a proportionate share of any amounts expended by the Commonwealth on account of the Authority's employees. The liability of the Authority, under this provision, is not determinable prior to the dates on which the respective employees retire and no provision therefore is included in the accompanying financial statements.

Contractual obligations for construction:

Contractual obligations for construction were approximately \$22,000,000 at June 30, 1969.



Logan International Airport



The phrase "airport crises" is echoing with increasing frequency and intensity across the United States in reference to either existing or impending aircraft and passenger congestion at major metropolitan airports.

Boston's Logan International Airport—eighth busiest in the world in terms of its current origin/destination passenger count—has averted serious congestion problems and resulting service interruptions.

The character of Boston's existing and potential air passenger and air cargo markets, however, demands constant surveillance and perpetual updating of its balanced, total airport system development program. This concept used by Logan planners was instituted when authoritative forecasts predicted a substantial increase in air passengers by 1980.

Considered more urgent than just bricks and mortar, if these needs were to be met, were:

- a long-range plan which recognized the interdependency of all airport functions upon one another;
- a plan which addressed itself directly to specific characteristics of the Boston air passenger and air cargo users;
- a flexible plan which would permit the orderly, efficient and economical incorporation of developing technology at any point into the master plan.

Logan's high incidence of commuter traffic—over 50 percent of its traffic was with Northeast Corridor cities in 1969—pointed to

the need for an airport and air service system that would have, as its first requirement, the substantial reduction in time that the traveling businessman spends getting to or from the airport, parking his automobile, getting aboard the aircraft and flying to his destination.

The current lack of crippling congestion at Logan, as the result of several recently completed or current construction projects, validates the total systems approach embarked upon by Massport. These projects are part of the \$250 million development program now in progress.

Concurrent with work on these projects, Massport planners are mapping strategy and preparing designs to accommodate the additional millions of passengers due to be using Logan by 1980.

This expected influx coupled with Logan's inherent lack of available development land has caused planners to place high priorities on design elements which contribute to the dynamic vs. static character and the decentralization of terminals, roadways, taxiways, passenger processing functions, aircraft loading operations and ground transportation systems.

The ultimate goal of this philosophy is to produce a conduit-like airport through which people pass at the fastest possible speed and with the greatest efficiency.

Reflecting this philosophy is the unit terminal-design concept adopted by Massport

to decentralize airport activities that would offer maximum passenger convenience and the most efficient utilization of space. The concept will be implemented through four major interconnected but totally self-sufficient terminals.

Largest of these is the South Terminal. It will be built by Massport for Allegheny, American, Mohawk and National airlines. This \$60 million (estimated) ¼ mile-long, seven-level structure will have several complete, decentralized service units for 34 gates.

Each service unit will provide all automated baggage handling, ticket processing, aircraft loading and ground transportation facilities within a few feet of curbside. Parking will be on four levels over these units. The interior public roadway will extend more than a mile through the terminal varying in width from three to four lanes.

This extensive system of integral roadways, combined with temporary curbside pickup and drop-off space for 200 cars, buses and taxis, and an additional 2,700 spaces on upper levels for long-term parking, ensure that the dynamic functional character of the structure is preserved.

The terminal will be opened in 1973 with completion of the final phase in 1974 and will be capable of handling 747 and other wide fuselage jets as well as current jet aircraft.

A new \$35 million international terminal is due for completion in 1974. It is designed almost exclusively for the jumbo-type aircraft but will also accommodate current inter-continental aircraft.

An \$18 million terminal is to be completed by Massport for Eastern Airlines by early November 1969. Again, this is a completely self-sufficient terminal with 15 gate positions, expandable to 20. It has over 1,000 parking spaces on four levels above the terminal to minimize the distance between vehicle and aircraft.

The fourth terminal comprising the major terminals complex is the North Terminal. When the final phase of its construction is completed in late 1969, the design of its second level piers will permit it, too, to accommodate both conventional and jumbo-type jets.

With Boston-Logan's high demand for public parking spaces, Massport will expand the central garage vertically by adding two levels for an additional 2,200 spaces, providing a total of 6,800 spaces by late 1970. Upon completion of this second phase of the central garage, it will be expanded further, horizontally, to the west, by adding five levels for an ultimate capacity of 8,800 parking spaces.

A subterminal facility has been planned which includes provision for rental car operations and passenger and baggage drop-off locations. This storage and service facility will be interconnected with each of the terminals by a new and expanded road system and ultimately a people-mover system.

Thus, this concept allows for a more balanced, optimum use of roads by relieving the congestion that often occurs directly in front of terminals.

Lack of available land for air cargo development to meet this ever expanding facet of the aviation industry has necessitated the reclaiming of an area on the south side of Boston-Logan from Boston Harbor. This tidal area of approximately 218 acres will become, in effect, an air cargo "city".

Even with the additional land being developed, more land is needed to meet the total air cargo requirements. To this end, Massport has embarked on a study to review a concept of establishing remote air freight assembly terminals located at convenient peripheral points outside the city. Freight would be containerized at these points and then delivered directly to the aircraft at Logan.

Logan planners are aware that the existing road system will have to be expanded to meet immediate and long-term needs. One important objective is to separate cargo/service vehicles from passenger vehicles through development of separate road systems. This



approach will ease the congestion on the main inbound and outbound roads.

Expansion is also planned for the number of lanes for passenger traffic. Operating at ultimate capacity, 8,400 vehicle movements will be generated during a peak hour. Thus, with the ability to expand the present extensive roadway system (two levels at the terminal area) from three lanes to six lanes, this anticipated traffic can be easily accommodated.

Congestion on the existing two-level roadway system is further reduced by providing (1) a ramp road from the inbound road directly to the proposed International Terminal, and (2) a road for existing traffic from the Southwest Terminal directly to the outbound roadway. Thus, the existing roadway will need only handle traffic generated by the North and South Terminals.

Architectural drawings and construction specs are not the only items occupying the time of Logan planners. Massport has developed a master air service plan to improve and extend Boston's air service and is continually working with the airlines and the CAB to implement the various portions of the plan.

Massport efforts continue to result in expanded and improved non-stop, or same-plane service, to more than 100 North American cities and to 12 foreign countries from Boston.

Promotional programs in Europe in 1969 and accelerated promotions in the midwestern and far western United States in 1969, supported by Massport sponsored petitions to the CAB for more Boston service will ultimately result in improvements to what already is one of the world's most comprehensive air service systems.

The ability of Logan airport planners as well as air industry planners to provide adequate service to the traveling public will depend entirely upon the willingness to anticipate, accept and use change.

But the foresight and conceptual innovations cannot be mundane. They cannot be simply improvements on outdated methods. They must be bold and imaginative and there must be willing cooperation — the problems to be faced and the responsibilities with which Massport is charged demand it.

Noise Abatement

Noise abatement has developed cooperatively through the Noise Abatement Committee. The following has been accomplished:

- 1) Establishment of the first preferential runway system in the United States.
- 2) Prohibition of maintenance runups from midnight to 7:00 a.m.
- 3) Flying over Boston proper is prohibited at less than 3,000 feet unless required by A.T.C.
- 4) Only light planes are permitted to land on Runway 22R. A displaced threshold of 800 feet has been established.
- 5) Installation of a compass locator for 22L permits planes to approach at higher altitudes.
- 6) Aircraft using 22L cross Whitman at 10,000 feet – 6,000 feet higher than formerly.
- 7) Takeoffs from Runway 9 must maintain runway heading for three miles to insure against low left turns over Winthrop and Revere.
- 8) Planes awaiting takeoff on 22R and 33 are to point jet exhaust away from East Boston and Winthrop.
- 9) Pilots have been instructed to use Runway 15 toward the harbor whenever possible between 10:00 p.m. and 6:00 a.m.
- 10) Training flights have been transferred to other airports.
- 11) Between midnight and 6:00 a.m., when atmospheric conditions require the use of approaches from the south, 4R is used, rather than 4L.
- 12) Takeoffs from 22R toward South Boston, to turn left and remain on a heading of 195 degrees for at least two miles.
- 13) The full length of the Runway 15 extension will not be used on landings to permit a higher approach over Neptune Road.
- 14) Airlines auxiliary power units are not to be used unless necessary.
- 15) Operators in the North Apron Area tow aircraft through the turn on the apron and align it for straightout taxi.

Area Airport Systems

In September 1968 Massport released a consultant's report designed to project "Air Transportation Potential and Facility Requirements in the Metropolitan Boston Air Service Area through 1990" including the need for and location of a second major air carrier airport. The report was Massport's initial contribution to an interagency committee over-all study of this subject. Since release of the controversial report, Massport has continued to participate in the activities of this committee with the objective of preparing a final set of recommendations for consideration by the governor and legislature. This all-inclusive report was to have been submitted in September 1969 but this date has been extended to January 1970.

To accelerate the completion of this highly complex project, Massport, during 1969, initiated its own study of all elements necessary to determine the need for and location for a major air facility to supplement Logan. The Massport study and resulting recommendations will be completed in early 1970.

The Massport report discusses all sites recommended to date which extend from New Hampshire to Rhode Island and from Cape Cod to the Worcester area in addition to other previously unpublicized but more suitable locations.



Hanscom Field



Assessing and planning the optimum and maximum short and long term utilization of this joint civil/military facility was accelerated during 1969. Its proximity to both downtown Boston (15 miles) and the burgeoning industrial and residential areas in the vicinity of routes 128 and 495 assure Hanscom of an important role in metropolitan Boston's future total air service plans. Currently, and in the immediate future, emphasis will be on maximum development of general aviation facilities. During 1969, 85 aircraft parking spaces were added and drainage projects were undertaken to create more developable area. Existing facilities were generally being improved and service quality and capacities upgraded and increased.

The long-term development plans for Hanscom are still under study; however, the use of Hanscom as a Logan-reliever airport, particularly for commuter type commercial air traffic with smaller Northeast Corridor cities and airports, will receive serious and detailed consideration. With air/ground congestion at many larger metropolitan airports threatening extensive disruption of commuter air travel, peripheral airports, such as Hanscom, will be counted upon in the future to substantially contribute toward the resolution of this urgent transportation problem.

Community Relations

A frequently overlooked but nevertheless essential consideration when weighing the response to community opposition to Logan Airport is that this airport, more than many other metropolitan airports in the United States, is not just a convenience for vacation-bound travelers. It is a transportation facility vital, for example, to the existence of more than 4,000 New England businesses using its air cargo facilities to compete effectively in a wide variety of world product and service markets. These businesses and their supplier industries in turn employ hundreds of thousands of people (the airport alone employs 10,000 people). And for every dollar these businesses bring into New England, as many as four more will be generated in salaries, services, etc.

But Massport is not unaware of the responsibility it has to communities in the vicinity of the airport. Within its statutory limitations, its objectives as set forth in its enabling act and air and ground safety factors, Massport has considered the requests of these communities. When feasible, it has altered its development programs to satisfy these requests. It has participated in or supported, often on its own initiative, community betterment activities. These include the sponsorship of college scholarships, the allocation of monies for summer athletic programs at Domenic Savio High School in East Boston, donations to Little League teams, purchase of trophies and uniforms for high school athletic teams, purchase of ice time for hockey teams, construction of a playground on Neptune Road, and construction of a lighted Little League field including annual maintenance, to name but a few.

New and Proposed International Routes

Within a very short time airline travel posters around New England will feature South Pacific palm trees, Hawaiian luaus, Japanese tea houses, Hong Kong shopping and Alaskan bear hunts. The reason? The Civil Aeronautics Board recently authorized several new routes to air carriers which will give Boston non-stop or same plane service to major cities in the Far East and the north, central and south Pacific as well as competitive service to Hawaii. A CAB examiner recommended that Boston also be provided with additional competitive service to the twin cities of Minneapolis/St. Paul. Actual service schedules will be announced by the airlines involved.

Briefs to the CAB by Massport emphasizing the long-standing inadequacies of Boston service to these important areas and the presentation of pertinent statistical data of the increasing need for such routes had a significant influence on the Board's decision.

Massport is now pressing for co-terminal service with other northeast region cities to overseas points used at the discretion of the individual airline. This is in addition to briefs filed with the CAB supporting more service from Boston to European points.

Designation of Boston as a co-terminal city would provide Boston with service to several more European and middle eastern cities and would help to reduce airport congestion at other U.S. cities, particularly those in the Northeast Corridor.

The CAB-designated Trans Pacific Investigation decision had another benefit for Boston. Two international carriers will be able to provide 'round the world service starting and ending in Boston.

Massport has also filed briefs requesting competitive non-stop service to Syracuse, Buffalo and non-stop to Canada's leading industrial city, Toronto.

*New and proposed routes from
Boston to all the Pacific and Far East*







The year 1969 may well be one of the most significant in the long history of the Port of Boston and certainly the most important year in the last two decades.

Two encouraging events which it is hoped will contribute to the improvement of a variety of long-standing problems in the Port were successfully resolved.

- 1) the Port has its first signed labor contracts in 16 years;*
- 2) and the decision was made to proceed with the planning and development of a major public container and general cargo complex (to be known as the Boston-Mystic Public Container Terminal) to be located on the Mystic River.*

It lasted 102 days, but when the longest strike on Boston's waterfront ended in early April, existing and revised plans were implemented to prepare the Port for its greatest growth in decades on the foundation provided by the new contract.

Despite a continuing program of modernization by Massport, operator of most of the general cargo public marine terminals in the Port of Boston, several factors beyond the control of the MPA had combined to give the Port an unfavorable reputation among domestic and overseas shippers and steamship operators. As a result, the number of sailings from the Port of Boston were declining every year, with only small annual tonnage increases.

Foremost among the adverse forces affecting the Port was the effort by a number of steamship companies and conferences, particularly American flag lines operating with federal subsidies, to consolidate their ports of call under pressure of the container revolution. This often eliminated Boston as a port of call for their ships.

Massport was only recently successful in thwarting efforts by several of these companies and conferences to absorb the additional overland shipping charges for transporting cargo to and from New York, rather than to and from Boston, thus removing even more business from the Hub. A series of complaints to the Federal Maritime Commission in Washington and the U.S. Federal District Court in Boston finally forced withdrawal of these discriminatory tariffs.

Rumors also long persisted in shipping circles that Boston was a more expensive port than other North Atlantic gateways. This resulted in part from the continuing practice of the railroads serving Boston refusing to absorb carloading and unloading costs on import/export movements in Boston, while continuing to do so in other North Atlantic ports.

While steamship lines continued to drift away from Boston, efforts were being undertaken by Massport to develop the Port of Boston as a more favorable port for commerce.

All the piers operated by Massport are being constantly updated and adapted to truck requirements.

The Port of Boston did make an early entry into the field of containerization, only to have its efforts temporarily stalled. A 27 1/2-ton capacity container crane was erected by Massport at its Castle Island Terminal in South Boston for lease to Sea-Land Service, Inc., in August 1966, but its initial operation was thwarted by a jurisdictional dispute.

Although this dispute was settled several years ago, Boston is still awaiting arrival of the first Sea-Land container ship. With the recent settlement of the longshoremen's strike, reports of a possible Sea-Land sailing from Boston have been revived, with hopes centering on the period following the pending seafarer's contract settlements.

Massport is actively moving ahead with plans to develop a public container facility on 45 acres of land behind the Mystic Pier in Charlestown, purchased in the summer of 1968 from the Schiavone and Sons, Inc., salvage company. About \$5 million of Massport's recent \$62 million bond issue is to be devoted to the initial development of this site.

When completed, the new Mystic area is expected to contain 50-ton capacity container cranes, marshalling yards for rail and highway vehicles, and auxiliary buildings.

Massport participated in the development and construction of a one million cubic foot freezer — Boston's first dockside cold storage facility — in Commonwealth Pier in South Boston, which was opened in March 1969.

Promotion efforts by Massport, both with its Boston-based personnel and with its field offices in Brussels, Chicago, New York, Tokyo and Washington have resulted in a number of new shipping services calling in Boston. The Tokyo and Brussels offices have been particularly successful in having Far East and European steamship lines increase Boston sailings and cargoes.

But with the first modernization in the Hub's labor contracts since 1935 between the International Longshoremen's Association and the Boston Shipping Association, Boston is taking on a stability of seaport operation which it has not seen in many years.

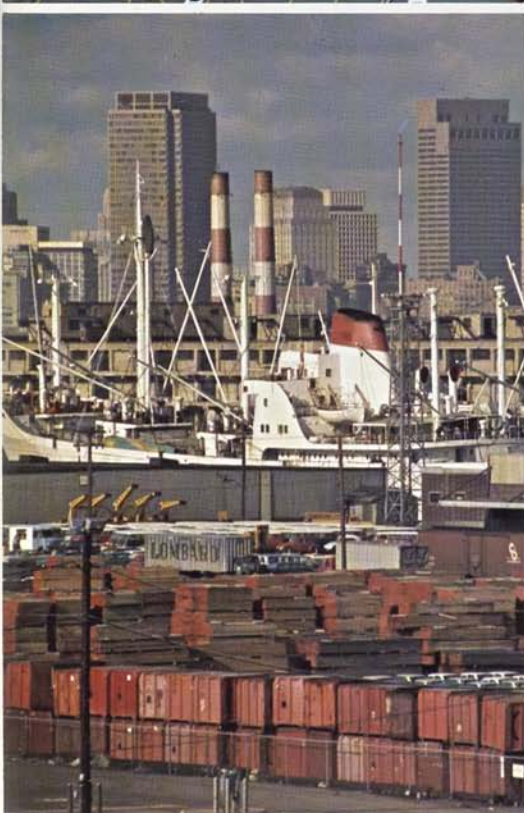
The new contract insures higher productivity per man hour by (1) abolishing all artificial slingload requirements, (2) allowing pallets to be fully utilized, (3) allowing full utilization of containers (but retaining the 50-mile radius restriction) and allowing container ships to be worked around the clock, (4) reducing the size of general cargo and specialty gangs, (5) elimination of the minimum manning requirement, (6) giving management more latitude in the numbers and uses of clerks, (7) allowing management to order cargo delivered to storage areas no later than the day after a vessel's free time period, (8) permitting each stevedoring company to have control over the dispatch and placement of its own gangs, and (9) giving management the right to shift gangs from one ship to another, or from one hatch to another, thus greatly reducing time lost between operations.

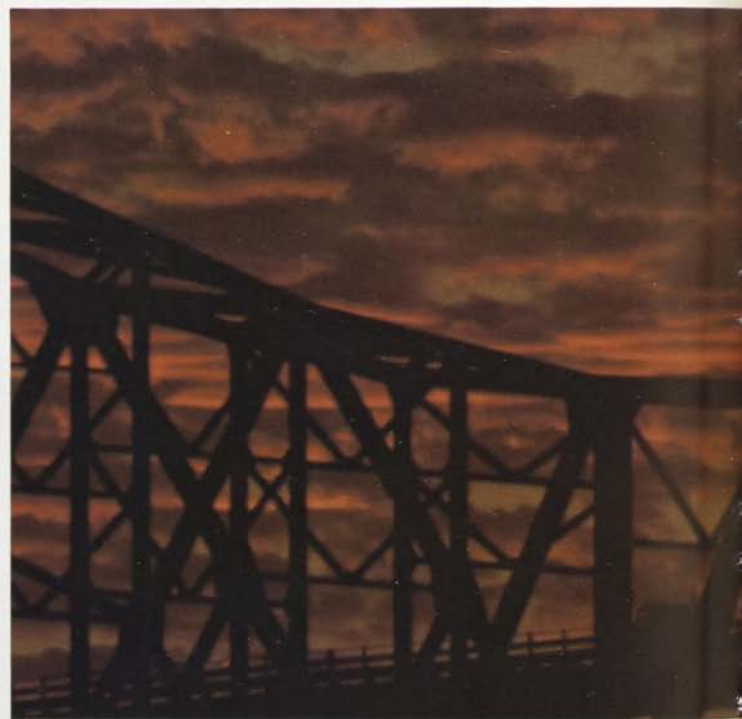
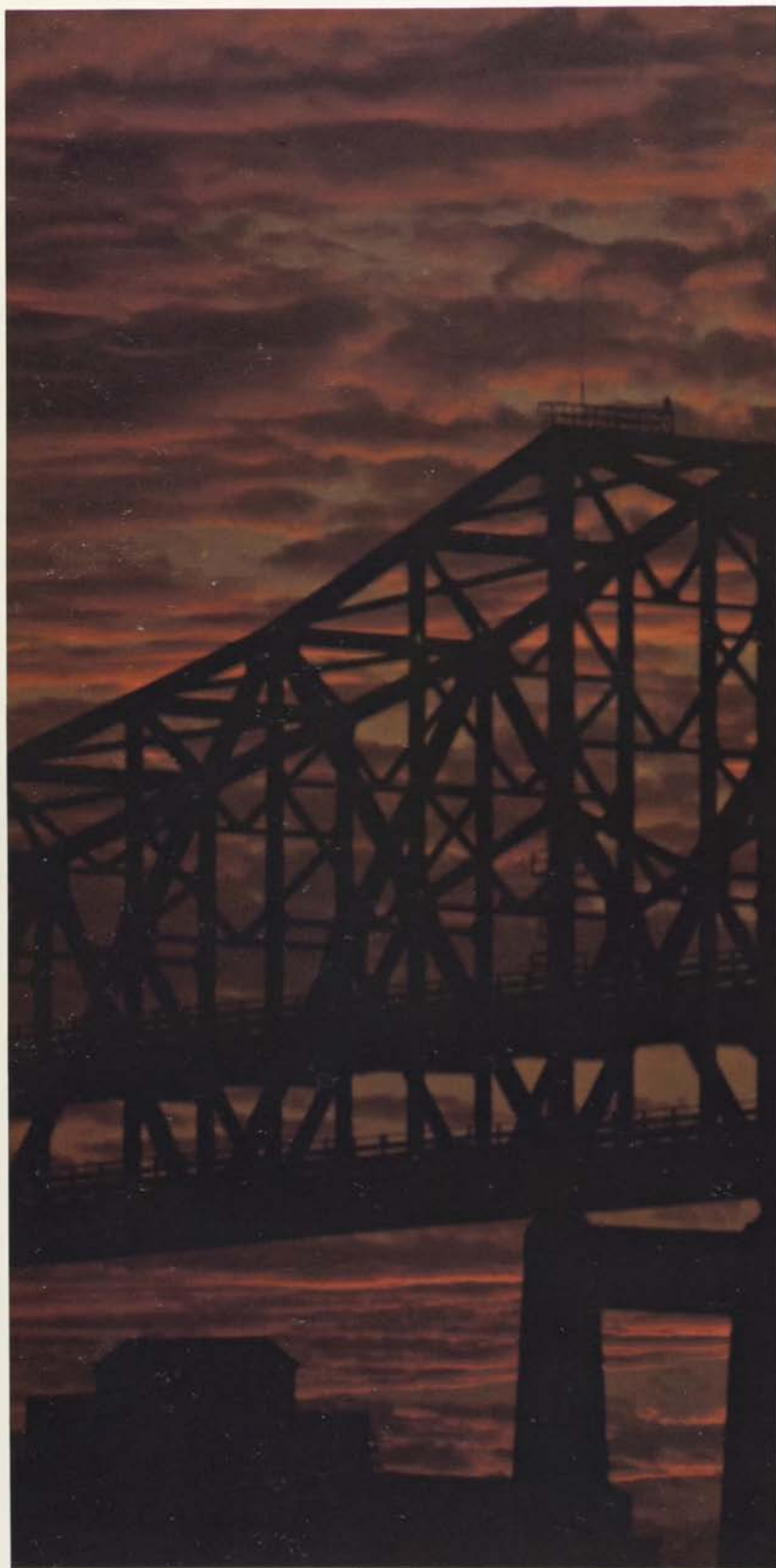
Equally important are the contract provisions designed to prevent work stoppages and insure an adequate labor supply, by (1) prohibiting strikes, walkouts and lockouts, (2) establishing a grievance procedure ending in binding arbitration by a neutral third party, (3) the opening of the longshoremen's register to additional men who want to work on the waterfront, and (4) management participation in the hiring hall to insure that all available men are assigned where they are needed the most. Since the conclusion of the strike, evidence indicates that a much improved labor management relationship exists on the piers, and the cargoes have been kept moving without congestion. Massport and Shipping Association officials are optimistic business will be on the up-swing as steamship lines realize the productivity gains.

Officials of both agencies point to the interest expressed by a number of steamship lines in entering Boston Harbor. With the firm footing of a workable labor contract, they are erasing the myths of the old Boston, and concentrating on bringing as much additional business as possible into the Port of Boston.

Symptomatic of this new-found optimism is the fact that several new steamship lines have been introduced in recent months with several others in negotiation.

*Boston-Mystic
Public Container Terminal*







Increased utilization of the Tobin Memorial Bridge during the year continues to emphasize the dependency of the communities and businesses north of Boston on this vital span. With the completion of the Lynn/Saugus section of interstate route 95, the primary highway extending from northern Maine to the Florida keys, coupled with the planned Leverett Circle Bridge, the Tobin Bridge will become an even more essential element in the eastern Massachusetts ground transportation system.

During fiscal 1969, final preparations were made to resurface a section of the upper, Boston-bound level.

Since the bridge opened almost 20 years ago, two major efforts in 1964 and 1967 were made by Massport to repair the upper level roadway surface. However, this surface continued to deteriorate.

In 1969, the decision was made to completely replace 3,000 linear feet of concrete deck on this level with steel grid filled with concrete and topped with a bituminous paving at a cost of \$1.5 million. The project will start in September 1969 and continue over a ten-month period. To relieve potential congestion

and to maintain a near-normal flow, one lane of the lower level will be reversed during the morning rush hour throughout the construction period. This new surface is expected to last for about 50 years.

The lower level remains in good condition due to protection by the upper level and no major resurfacing repairs appear necessary in the near future.

Early in 1970, construction of the Leverett Circle Bridge will commence with completion due to follow in about two years. Relief for the long-suffering Central Artery motorist and easier accessibility to the Tobin Memorial Bridge and points north for a larger number of Boston motorists will be the primary benefits of the new span.

The estimated total cost of the structure, including the bridge, necessary approaches, connector ramps and land is approximately \$15 million. The new artery will start west of Leverett Circle, pass through a tunnel underneath the circle, climb over the Boston and Maine tracks leading into North Station, continue over the Charles River, and join the current interstate 95 and Tobin Bridge at the south abutment of the bridge.

New England Trade and Transportation Center

In 1965, the Boston Redevelopment Authority requested proposals for the revitalization of the 20 acre site on which South Station is located.

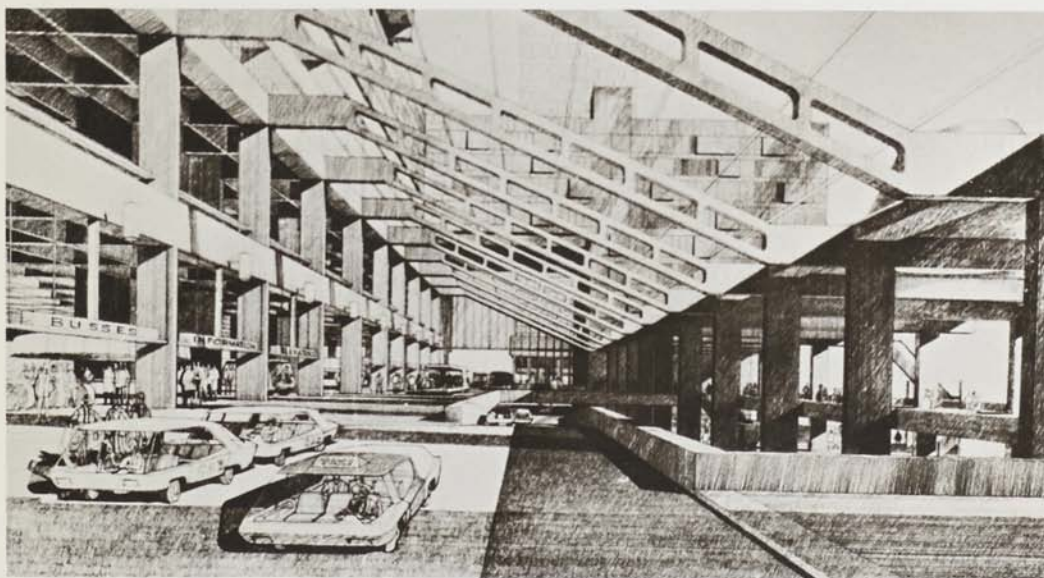
The property, adjacent to the Massachusetts Turnpike and Southeast Expressway on the one hand and the downtown Boston retail core and financial district on the other, increased its potential as a key element in the economic life of Boston. The Massachusetts Port Authority was ultimately selected to develop the area. It proposed a much needed complex in which the widely dispersed trade and transportation businesses and associated agencies could be housed in a central location.

The proposal will require an estimated \$65 million expenditure for the complex to be paid for by Massport funds – at no cost to the taxpayer. Additionally, Massport would guarantee a minimum payment of \$1 million annually in lieu of taxes for the complex.

Design of the complex will be completed during 1970 with construction following over approximately a two year period.

Structures within the complex include:

- a major transportation terminal for all types of ground transportation including trains, buses, cabs, limousines, rapid transit trains and private cars;
- a world trade center office building with more than 300,000 square feet of space for transportation related tenants;
- a 5,000 car parking garage with ramp connectors to the Massachusetts Turnpike, Southeast Expressway and downtown Boston streets;
- a motor hotel with 500 rooms including space for functions facilities;
- retail shops;
- a major trade mart with 400,000 square feet especially for permanent exhibitions, meetings and showrooms.





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